

# 2014 MOVING TO WORK

## ANNUAL REPORT



**Boulder  
Housing  
Partners**



*Providing Homes, Creating Community, Changing Lives*



SUBMITTED MARCH 26, 2014

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# I. INTRODUCTION

## OVERVIEW OF MTW GOALS AND OBJECTIVES

This 2014 Annual Report highlights the activities of Boulder Housing Partners (BHP) in our third year as a participant in the Moving to Work (MTW) demonstration program.

In its first year of MTW operations (2012), BHP and our customers experienced the significant potential of the demonstration program through activities that included Rent Reform for the elderly and disabled households, rent simplification tools for all households, and elimination of the 40% cap and a simplified utility allowance schedule for Section 8 voucher households. Also in 2012, in accordance with its original MTW application, BHP submitted its initial application to convert all public housing units to project-based vouchers through public housing disposition. In 2013, BHP submitted its application to participate in the Rental Assistance Demonstration (RAD) Program to allow for the conversion or disposition of the remaining 337 units of public housing. This conversion will allow BHP to place these units on a stable financial footing from which we will be able to renovate and rehabilitate the units to preserve them well into the future, while bringing in the services needed for our residents to be able to live, learn and earn their way to self-sufficiency.

In our second year of MTW operations (2013), we implemented four new activities. These activities (1) continued to increase administrative efficiency through elimination of utility reimbursement payments and tying the Housing Quality Standards (HQS) inspection to the recertification cycle (triennially for all elderly and disabled families, biennially for all work-abled families); (2) strengthened our partnership with the Safehouse Progressive Alliance for Non-Violence (SPAN) to offer housing and services to victims of domestic violence; and (3) gained authorization to use our existing Replacement Housing Factor Funds (RHFF) to create housing outside the public housing and section 8 programs and were used to partially fund construction of 1175 Lee Hill, a 31-unit community to house the chronically homeless. In 2014, construction of 1175 Lee Hill was completed, and 31 former chronically homeless individuals had a home in time for Thanksgiving.

In our third year of MTW operations (2014), we proposed six activities, of which only five were implemented. The activities included:

**Rent Reform for Section 8 Housing Choice Work-Abled Families:** All work-abled families in the Section 8 Housing Choice Voucher program were transitioned to a flat tiered rent system effective August 1, 2014. Families will be recertified again in 2016. All interim recertifications were eliminated with exceptions for changes in family status or composition, or if the family moves to a new unit.

**Rent Reform for Public Housing Work-Abled Families:** This activity was not implemented. BHP received approval for our Public Housing Disposition application in June 2014. The majority of the public housing properties' funding will convert to project-based vouchers. The timeframe is estimated to be September 2015, at which time the public housing work-abled families will transition to the flat tiered rent for Section 8 work-abled families.

**Limited interim decreases for elderly and disabled households to one per year:** This activity eliminates all interim recertifications, thereby allowing the elderly and persons with disabilities to increase their income within their ability without having a corresponding increase in their rent until their next triennial recertification. Under this activity, a household can request one interim decrease per year.

**Removed the flat rent option for all Public Housing households:** This activity requires all households in public housing to pay rent according to their income. In cases where rent based on income is higher than the flat rent, households are no longer able to choose the flat rent option.

**Changes in mobility options for Woodlands Community Family Self-Sufficiency Program:** Woodlands is a project-based voucher site with services offered through the Family Self-Sufficiency Program. Families are now required to stay a minimum of three years before requesting the next available voucher with which to leave the program. Also, upon successful graduation after five years, families are required to move from the property, thereby allowing another family to benefit from this service-enriched housing.

**Rent limits and rent reasonableness for Project-Based Voucher Projects:** This activity allows BHP as a landlord to set rent limits and determine rent reasonableness for the communities where vouchers are project-based. This is done by looking at a variety of different sources for current market data, such as local market studies, Fair Market Rents, and HCV Payment Standards.

## OVERVIEW OF BHP'S LONG-TERM VISION FOR THE MTW PROGRAM

BHP has developed the following principles that have guided our MTW plan. With MTW flexibility, BHP plans to be able to:

- Use federal housing resources as compelling tools to create positive change for families
- Manage housing converted from public housing to project-based vouchers as a real estate asset and a vital part of our community's infrastructure
- Encourage the community, and our prospective customers, to perceive federally assisted housing as a place to Live, Learn and Earn
- Accelerate the shift of staff focus from paper to people
- Complete the transformation of a public agency from bureaucratic to entrepreneurial

- Accelerate changes in outcomes for families from tepid to catalytic
- Enhance our role in the industry from thinkers to doers
- Provide a more complete continuum of housing choices

Boulder Housing Partners continues to use five MTW goals to frame our long-term thinking. The Moving to Work program has three statutory goals. BHP's program includes an additional two goals that better articulate our program, and are consistent with the statutory goals. Not every item listed below requires MTW flexibility. We include these items in order to tell a more complete story of what we are trying to achieve.

### MTW Goal 1

#### Reduce cost and achieve greater cost effectiveness in federal expenditures

##### **In Years 1 - 3 (2012 - 2014), we:**

1. Streamlined and simplified the rent calculation and re-certification process for elderly households and people with disabilities,
2. Simplified the process for income and asset verification for all households,
3. Changed the rent structure previously based on 30% of adjusted income to 26.5% of gross income (without deductions) for elderly households and people with disabilities,
4. Implemented a flat utility allowance,
5. Excluded income from assets with a value less than \$50,000 and disallowed participation for households with assets greater than \$50,000,
6. Created an MTW Resident Advisory Committee to assist us in longer-term thinking and program evaluation,
7. Structured our evaluation metrics and benchmarks in conjunction with the University of Colorado,
8. Implemented an HQS inspection schedule that follows the recertification schedule,
9. Implemented a flat tiered rent program for families, including the design of a rent reform controlled study with a control group.

##### **In years 4 – 10, we plan to:**

#### **1. Make standard documents more customer friendly**

Our focus will be on the legal documents associated with the MTW program beginning with the lease and the HAP contract. Customers currently find these documents cumbersome and difficult to follow. The result is that they often overlook or misunderstand the key requirements and suffer the consequences.

## **2. Make the voucher program lease length more flexible**

Many university towns, like Boulder, have a leasing season centered on the school year. This creates situations in which a landlord is unwilling to sign an initial 12-month lease.

## **3. Revise and simplify our portability policy**

The industry has long discussed a variety of changes needed to the administration of portable vouchers. We would like to use MTW flexibility to experiment with a number of ideas that would make local administration more streamlined.

### **MTW Goal 2**

#### **Create incentives for families to work, seek work or prepare for work**

#### **In Years 1 - 3 (2012 - 2014), we:**

1. Streamlined and simplified the rent calculation and re-certification process for households with earned income,
2. Simplified the process for income and asset verification for all households, and
3. Implemented a flat/tiered rent program for work abled families in the Section 8 Housing Choice Voucher Program.

#### **In years 4 – 10, we plan to:**

##### **1. Complete planning for our resident mobility program.**

It was our goal to complete this planning in 2013, however, planning and implementing this plan requires disposition and conversion of the public housing units, which has not yet been completed. Under current project-based voucher regulations, households can leave their project-based apartment by requesting the next available voucher at the end of one year of tenancy. This provision is at the heart of much debate as the nation considers legislation to convert public housing to project-based voucher financing. BHP wants to use MTW flexibility to test whether families who are able to move with vouchers will achieve greater outcomes than those whose mobility is more limited.

- 2. Expand the staffing of our Resident Services program so that every public housing and project-based voucher community is assigned a service coordinator and Housing Choice voucher households will begin to have access to the benefits of the Resident Services Department.**

BHP has a Resident Services Strategic Plan that calls for an expansion of our existing service coordinator program so that every household in the program can have reasonable access to a coordinator. Boulder is a service-rich community. BHP's appropriate role is to be the vital link between available community services and our families who need them. Many barriers cause our MTW families to be isolated from the services they need. In our 31-year history with service coordination, we know that service connection works. We will use MTW funding flexibility to expand our capacity, as well as free up more of our current staff time so they can focus on connecting our residents and participants to the services they need to become self-sufficient, or to age in place.

- 3. Create a service delivery center at each of our family housing sites.**

With the comprehensive renovations that will be possible following conversion of public housing to project-based vouchers and funded by Low Income Housing Tax Credits and Private Activity Bonds, BHP plans to create three new community centers and expand the centers we currently have so that each of our multi-family sites has a place to offer services. We believe that service delivery close to home is a more highly leveraged and effective platform.

- 4. Expand the program that provides college tuition to BHP students participating in the 'I Have a Dream' program partnership.**

The I Have A Dream (IHAD) program continues to affirm its intention to place a classroom of "Dreamers" at every public housing/project-based voucher site that can accommodate their classroom program needs. In other words, if we build it (community centers), they will come. We are strongly committed to doing everything we can to make this opportunity available to our kids.

- 5. Expand our Community Service and Section 3 programs to build social capital by greater involvement in the community.**

BHP residents who have long been out of the workforce need to update their skills and experience and build networks in order to make re-entry more possible and successful. We propose to expand our community service and Section 3 programs as a pre-employment training program.

**6. Create a system to reward households for progress towards self-sufficiency.**

BHP will work with residents to create a system that rewards their progress towards self-sufficiency and their efforts to make their home and neighborhood a better place to live. We will work with residents to create this system. We will suggest that we model it after the Cornerstone Rental Equity program<sup>1</sup>. This program matches many of the ideas we have about enhancing the benefits of renting a home and engaging residents in building equity.

**7. Revise our Public Housing Family Self Sufficiency program to address a lower-skilled population.**

BHP is home to many families that are not yet ready to meet the requirements associated with the Family Self Sufficiency program. We want to develop an Introductory FSS program that targets families much earlier in the self-sufficiency continuum. Families who need to gain basic literacy and life management skills are currently under-served.

**8. Expand our current work with the Bridges out of Poverty program.**

The Bridges out of Poverty model examines the sources and impact of generational poverty on families, reveals the hidden rules and norms of social class, and supports families as they learn how they can change their behavior to embrace a mental model of prosperity. BHP wants to use MTW to test the part of the theory that housing solutions will be compromised unless we are addressing the intrinsic beliefs that people hold about being poor.

### MTW Goal 3

#### Increase housing choices for low-income households

**In Years 1 - 3 (2012 - 2014), we:**

1. Removed the cap on income spent on rent in the voucher program to allow more access to the higher cost of market rate rental

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<sup>1</sup> Cornerstone Renter Equity is a management system where residents have a stake in the property where they live by using their contributions to maintain and improve property values and rental income with compensating financial equity. Residents sign a contract with Cornerstone that enables them to earn up to \$10,000 in financial equity in ten years, provided they complete routine work assignments, attend management meetings, and fulfill lease commitments. Residents receive a monthly statement of their earnings, but they must stay in their homes for five years before their credits are vested and are eligible for cash payments. After becoming vested in the Renter Equity Fund, individuals may borrow up to 80% of the value of their credits for any reason.

- housing in Boulder, and
2. Used MTW funding flexibility to create 31 newly constructed units of permanent supportive housing for chronically homeless households.

**In years 4 – 10, we plan to:**

- 1. Design a process to test mobility for residents from a Multi-Family Property with a Project-Based Contract using Housing Choice Vouchers.**

Under current project-based voucher regulations, households can leave their project-based apartment by requesting the next available voucher at the end of one year of tenancy. This provision is at the heart of much debate as the nation considers legislation to convert public housing to project-based financing. BHP wants to use MTW flexibility to test whether families who are able to move with vouchers will achieve greater outcomes than those whose mobility is more limited.

- 2. Increase the cap on project-basing vouchers to dedicate up to 60 vouchers for housing for individuals re-entering the community following homelessness or incarceration.**

BHP has seen the need to provide a supported setting for people reentering the community so they can re-gain skills to live successfully in the community.

- 3. Use resources leveraged from the conversion of public housing, along with MTW flexibility, to create at least 100 new affordable units renting to families at 40% of the area median income.**

Another critical gap in the housing continuum is the lack of options for households ready to move off of federal housing subsidy. Using the flexibility provided to us under the MTW program and leveraging proceeds from the conversion of public housing assets we propose to increase our Boulder Affordable Rentals inventory by 24%.

- 4. Implement a damage claim for landlords participating in the voucher program.**

A key component of our MTW plan is to make the voucher program more attractive to private landlords. As part of a recruitment tool, we propose to use HAP funds to create a fund for damage claims.

**5. Create a Section 8 homeownership program in partnership with the city of Boulder and Thistle Community Housing.**

Creation of a homeownership program may not require MTW flexibility, but doing so will round out the critical interventions that BHP can make in the housing ladder. We propose to partner with Thistle Community Housing because of their long track record of developing affordable homeownership opportunities. Thistle is Boulder's largest non-profit housing developer specializing in mixed-income homeownership opportunities and community land trust development.

**MTW Goal 4**

**Pilot a rent policy that will encourage self-sufficiency, assure accurate reporting of income and ensure that customers are not overly rent burdened**

**In Years 1 - 3 (2012 - 2014), we:**

For elderly households and people with disabilities:

1. Adopted a simplified rent based on 26.5% of gross income,
2. Eliminated all deductions from income, including medical costs,
3. Excluded income from assets below \$50,000,
4. Began phasing recertification so that they will occur every three years,
5. Eliminated third-party verifications except at admissions and for audited files,
6. Eliminated all interim increases, except for increases in unearned income, and
7. Limited to one the number of interim decreases.

For family households:

1. Excluded income from assets below \$50,000,
2. Eliminated third-party verifications of income and assets except at admissions and for audited files,
3. Eliminated earned income disregard and interim recertification for increases in income,
4. Implemented the flat tiered rent system for the work-able households in the Section 8 Housing Choice Voucher Program, and
5. Established baseline data for our rent reformed controlled study through a survey of all work-abled households in our public housing and Section 8 programs.

**In years 4 – 10, we plan to:**

1. Transition the public housing work-abled families to the HCV flat tiered rent system for work-abled households at the time of conversion through disposition or RAD,
2. Continue to administer the survey associated with the rent reform controlled study with the treatment and control groups to test the alternate rent strategies and monitor results, and
3. Monitor and evaluate the new rent structures for all households.

**MTW Goal 5**

**Preserve, transform and revitalize our public housing**

**In Years 1 - 3 (2012 - 2014), we:**

1. Amended the local competitive process for owner selection when project-basing vouchers,
2. Submitted the application and received approval for Public Housing Disposition, and
3. Submitted the application and received approval for Conversion to Project-Based Vouchers under the Rental Assistance Demonstration (RAD) Program.

**In years 4 – 10, we plan to:**

**1. Convert public housing through Disposition and RAD.**

Conversion is currently anticipated in mid-2015. As soon as the financing plan is complete and properties have been converted, renovation of the properties will begin. Renovations are anticipated to take 18 months. As part of the conversion, we will use our MTW flexibility to project-based 150 vouchers at two properties that will undergo Public Housing Disposition (Kalmia and Walnut Place).

**2. Test three mobility options for families in the converted public housing properties: none, full and conditional.**

BHP plans to use MTW flexibility to test whether families who are able to move with vouchers will achieve greater outcomes than those whose mobility is more limited.

## II. GENERAL HOUSING AUTHORITY OPERATING INFORMATION

### A. HOUSING STOCK INFORMATION

See tables on following pages

### B. LEASING INFORMATION

See tables on following pages

### C. WAIT LIST INFORMATION

See tables on following pages

Annual MTW Report

II.4.Report.HousingStock

A. MTW Report: Housing Stock Information

New Housing Choice Vouchers that were Project-Based During the Fiscal Year

Property Name	Anticipated Number of New Vouchers to be Project- Based *	Actual Number of New Vouchers that were Project- Based	Description of Project
Walnut Place	80	0	Converted public housing property, 80 units for the elderly and persons with disabilities (planning in 2014, projected implementation in 2015.)
Kalmia	53	0	Converted public housing property, 53 units for mixed population (planning in 2014, projected implementation in 2015.)
Lee Hill	31	31	Newly constructed housing for chronically homeless, disabled households.

		Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year *	Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year *
Anticipated Total Number of New Vouchers to be Project-Based *	Actual Total Number of New Vouchers that were Project-Based	253	253
164	31	Actual Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year	Actual Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year
		120	120

\* From the Plan

Other Changes to the Housing Stock that Occurred During the Fiscal Year
One public housing unit that was taken off line due to the flood in September 2013 continues to be off line awaiting renovations, scheduled for 2015.

Examples of the types of other changes can include but are not limited to units that are held off-line due to the relocation of residents, units that are off-line due to substantial rehabilitation and potential plans for acquiring units.

#### General Description of Actual Capital Fund Expenditures During the Plan Year

Concrete work at Kalmia and Madison - \$3,143; Security measures at Walnut Place - \$20,652; Cabinetry work at Manhattan - \$3,408; Creation of Safety Net Fund for rent reform managed by Emergency Family Assistance Association - \$27,778; Contribution to Public Housing Properties to cover negative cash flow from operations - \$163,358; Salaries and benefits for MTW staffing - \$60,209; Consulting services for tracking and analysis of MTW demographics and activities - \$31,458; Custom software programming to allow for MTW activity implementation and tracking - \$13,694; Predevelopment expenses for Public Housing Disposition - \$41,748; Community Events for MTW Resident Advisory Committee - \$2,143; Staff training, legal, and other administrative expenses - \$5,324 TOTAL for CFP Funds - \$372,916  
Replacement Housing Factor Funds to repay BHP loan to Lee Hill for Permanent Supportive Housing Units - \$57,801  
Grand total of CFP and RHFF: \$430,717

#### Overview of Other Housing Owned and/or Managed by the PHA at Fiscal Year End

Housing Program *	Total Units	Overview of the Program
Market Rate Housing	139	Market rate housing in three developments
Tax Credit	317	Tax credit units in eight developments
Boulder Affordable Rentals	205	Locally funded, affordable units in twelve developments

Project-Based Section 8  
Contracts

116

Non-MTW HUD Funded in two developments

Total Other Housing Owned  
and/or Managed

777

\* **Select Housing Program from:** Tax-Credit, State Funded, Locally Funded, Market-Rate, Non-MTW HUD Funded, Managing Developments for other non-MTW Public Housing Authorities, or Other.

If Other, please describe:

N/A

## II.5.Report.Leasing

### B. MTW Report: Leasing Information

#### Actual Number of Households Served at the End of the Fiscal Year

#### Housing Program:

#### Number of Households Served\*

	Planned	Actual
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Number of Units that were Occupied/Leased through Local  
Non-Traditional MTW Funded Property-Based Assistance  
Programs \*\*

330

325

Number of Units that were Occupied/Leased through Local  
Non-Traditional MTW Funded Tenant-Based Assistance  
Programs \*\*

608

596

Port-In Vouchers (not absorbed)

0

0

Total Projected and Actual Households Served

938

921

\* Calculated by dividing the planned/actual number of unit months occupied/leased by 12.

\*\* In instances when a Local, Non-Traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of Households served.

Housing Program:	Unit Months Occupied/Leased****	
	Planned	Actual
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property-Based Assistance Programs ***	330	325
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs ***	608	596
Port-In Vouchers (not absorbed)	0	0
<b>Total Projected and Annual Unit Months Occupied/Leased</b>	<b>938</b>	<b>921</b>

One unit of public housing remains offline due to being flooded in September 2013; renovations will be done in 2015. Beginning in September, vacancies are being held in public housing to allow for on-site relocation due to renovations planned for with disposition/RAD conversion which will begin in 2015. BHP was at 98% occupied of the total unit months available in the voucher program.

\*\*\* In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of households served.

\*\*\*\* Unit Months Occupied/Leased is the total number of months the housing PHA has occupied/leased units, according to unit category during the year.

	Average Number of Households Served Per Month	Total Number of Households Served During the Year
Households Served through Local Non-Traditional Services Only	0	0

**Reporting Compliance with Statutory MTW Requirements: 75% of Families Assisted are Very Low-Income**

HUD will verify compliance with the statutory objective of “assuring that at least 75 percent of the families assisted by the Agency are very low-income families” is being achieved by examining public housing and Housing Choice Voucher family characteristics as submitted into the PIC or its successor system utilizing current resident data at the end of the agency's fiscal year. The PHA will provide information on local, non-traditional families provided with housing assistance at the end of the PHA fiscal year, not reported in PIC or its successor system, in the following format:

Fiscal Year:	2011	2012	2013	2014	2015	2016	2017	2018
Total Number of Local, Non- Traditional MTW Households Assisted	930	902	893	921	X	X	X	X

Number of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	924	894	892	921	X	X	X	X
Percentage of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	99%	99%	100%	100%	X	X	X	X

#### Reporting Compliance with Statutory MTW Requirements: Maintain Comparable Mix

In order to demonstrate that the statutory objective of “maintaining a comparable mix of families (by family size) are served, as would have been provided had the amounts not been used under the demonstration” is being achieved, the PHA will provide information in the following formats:

**Baseline for the Mix of Family Sizes Served**

<b>Family Size:</b>	<b>Occupied Number of Public Housing units by Household Size when PHA Entered MTW</b>	<b>Utilized Number of Section 8 Vouchers by Household Size when PHA Entered MTW</b>	<b>Non-MTW Adjustments to the Distribution of Household Sizes *</b>	<b>Baseline Number of Household Sizes to be Maintained</b>	<b>Baseline Percentages of Family Sizes to be Maintained</b>
1 Person	188	268	0	456	49%
2 Person	17	145	0	162	17%
3 Person	23	61	0	84	9%
4 Person	46	66	0	112	12%
5 Person	46	42	0	88	9%
6+ Person	10	18	0	28	3%
Totals	330	600	0	930	100%

Explanation for  
Baseline  
Adjustments to the  
Distribution of  
Household Sizes  
Utilized

N/A

**Mix of Family Sizes Served**

	1 Person	2 Person	3 Person	4 Person	5 Person	6+ Person	Totals
Baseline Percentages of Household Sizes to be Maintained **	49%	17%	9%	12%	9%	3%	100%
Number of Households Served by Family Size this Fiscal Year ***	465	157	97	92	102	42	955
Percentages of Households Served by Household Size this Fiscal Year ****	49%	16%	10%	10%	11%	4%	100%
Percentage Change	-1%	-3%	13%	-90%	-89%	-96%	0

Justification and Explanation for Family Size Variations of Over 5% from the Baseline Percentages

The changes in family size are mainly in the Section 8 Housing Choice Voucher Program. Applicants for the Section 8 Program are chosen through a lottery system, where there is no preference for any one type or size of family. No decisions were made by BHP to directly affect the changes to the mix of families served.

\* “Non-MTW adjustments to the distribution of family sizes” are defined as factors that are outside the control of the PHA. Acceptable “non-MTW adjustments” include, but are not limited to, demographic changes in the community’s population. If the PHA includes non-MTW adjustments, HUD expects the explanations of the factors to be thorough and to include information substantiating the numbers used.

\*\* The numbers in this row will be the same numbers in the chart above listed under the column “Baseline percentages of family sizes to be maintained.”

\*\*\* The methodology used to obtain these figures will be the same methodology used to determine the “Occupied number of Public Housing units by family size when PHA entered MTW” and “Utilized number of Section 8 Vouchers by family size when PHA entered MTW” in the table immediately above.

\*\*\*\* The “Percentages of families served by family size this fiscal year” will reflect adjustments to the mix of families served that are directly due to decisions the PHA has made. HUD expects that in the course of the demonstration, PHAs will make decisions that may alter the number of families served.

**Description of any Issues Related to Leasing of Public Housing, Housing Choice Vouchers or Local, Non-Traditional Units and Solutions at Fiscal Year End**

**Housing Program**

**Description of Leasing Issues and Solutions**

Public Housing

The majority of the public housing units are scheduled to convert under disposition/RAD during 2015. In order to allow for on-site relocation during renovations, naturally occurring vacancies are being held.

**Number of Households Transitioned To Self-Sufficiency by Fiscal Year End**

<b>Activity Name/#</b>	<b>Number of Households Transitioned *</b>	<b>Agency Definition of Self Sufficiency</b>
2012-2 Rent simplification Elderly/Disabled	0	Moving to market rate or homeownership
2012-3 Rent simplification family households	0	Moving to market rate or homeownership
2013-3 Partnership with SPAN	0	Moving to market rate or homeownership
2014-1 Flat tiered rent for work-abled HHs	0	Moving to market rate or homeownership
2014-3 Limit interim decrease to one	0	Moving to market rate or homeownership

<b>Households Duplicated Across Activities/Definitions</b>	0
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<b>ANNUAL TOTAL NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF SUFFICIENCY</b>	0
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\* The number provided here should match the outcome reported where metric SS #8 is used.

## II.6.Report.Leasing

### C. MTW Report: Wait List Information

Wait List Information at Fiscal Year End				
Housing Program(s) *	Wait List Type **	Number of Households on Wait List	Wait List Open, Partially Open or Closed ***	Was the Wait List Opened During the Fiscal Year
Federal MTW Public Housing Units	Community-wide	139	Closed	No
Federal MTW Housing Choice Voucher Program	Other - lottery system	0	Closed	Yes

More can be added if needed.

\* *Select Housing Program:* Federal MTW Public Housing Units; Federal MTW Housing Choice Voucher Program; Federal non-MTW Housing Choice Voucher Units; Tenant-Based Local, Non-Traditional MTW Housing Assistance Program; Project-Based Local, Non-Traditional MTW Housing Assistance Program; and Combined Tenant-Based and Project-Based Local, Non-Traditional MTW Housing Assistance Program.

**\*\* Select Wait List Types:** Community-Wide, Site-Based, Merged (Combined Public Housing or Voucher Wait List), Program Specific (Limited by HUD or Local PHA Rules to Certain Categories of Households which are Described in the Rules for Program Participation), None (If the Program is a New Wait List, Not an Existing Wait List), or Other (Please Provide a Brief Description of this Wait List Type).

**\*\*\*** For Partially Open Wait Lists, provide a description of the populations for which the waiting list is open.

The lottery for the HCV Program was open in June 2014. The lottery pool was exhausted by 12/31/14. The lottery will open again in 2015.

The wait list for public housing was not open during 2014. In anticipation of public housing conversion, the wait lists will not re-open until post-conversion and renovation (scheduled for 2016.)

If Local, Non-Traditional Program, please describe:

N/A

If Other Wait List Type, please describe:

For our Section 8 Housing Choice Voucher Program, BHP uses a lottery system, instead of a wait list.

If there are any changes to the organizational structure of the wait list or policy changes regarding the wait list, provide a narrative detailing these changes.

There were no changes made to the wait list or lottery system in 2014.

### III. PROPOSED MTW ACTIVITIES

All proposed activities that are granted approval by HUD are reported on in Section IV as 'Approved Activities'.

### IV. APPROVED MTW ACTIVITIES

#### IMPLEMENTED ACTIVITIES

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##### ACTIVITY 2012-2

###### a. DESCRIPTION

Activity 2012-2, Rent simplifications for elderly and disabled households, was approved and implemented in 2012. This activity focuses on four areas: 1) rent based on 26.5% of gross income; 2) triennial recertification; 3) income disregard and 4) a limit on interim decreases. Year two (2013) was the first year we realized true staff savings through the triennial recertification schedule.

###### b. OUTCOME OF HARDSHIP REQUESTS

As of December 31, 2013, 57 households continued to receive the hardship they had been granted in 2012 when they were transitioned to this rent structure. The hardship capped their rent increase at 7% provided all other variables (such as income, contract rent, utility allowance, etc.) remained the same. As of December 31, 2014, 41 households continue to receive a hardship. Seventeen households lost the hardship:

- 6 (43%) are no longer in the program
- 4 (29%) experienced an increase in contract rent, or moved to a different unit
- 3 (21%) experienced a subsequent increase in their portion of the rent that was less than 7%, therefore the hardship ended
- 2 (14%) experienced an increase in income
- 1 (7%) experienced a change in the utility allowance

### C. BENCHMARK RESULTS

Metric	Baseline	Benchmark	Outcome	Benchmark achieved?
CE #1 - Total cost of task in dollars (decrease).	2012: cost of \$46,332 (1,782 staff hours x \$26 per hour)	Reduce total number of recertifications to 198 with reduction of hours in staff time of greater than 66%	2014: \$11,856; savings of \$34,476 or 74% (456 hours x \$26 per hour)	The outcome exceeds the time savings anticipated, as there are less elderly and disabled households who recertified in 2014 than was expected
CE #2 - Total time to complete the task in staff hours (decrease)	2012 total staff time of 1,782 (3 hours average per recertification x 594 annuals processed)	Reduction of hours in staff time of less than 66%	2014 result: 456 hours; savings of 1,326 hours (152 annuals processed x 3 hours average)	The outcome exceeds the time savings anticipated, as there are less elderly and disabled households who recertified in 2014 than was expected
CE #2 - Total time to complete the task in staff hours (decrease)	In 2011, 232 households had medical deductions, average was 1 hour per recertification to calculate these deductions	Zero hours	2012: Reduction in staff time of 232 hours, equals staff savings of \$6,032 = 232 x \$26 per hour)	This outcome was achieved in 2012, and BHP continues to realize savings due to elimination of medical deductions from the calculation
CE #3 - Average error rate in completing a task as a percentage (decrease)	Potential for errors calculating medical deductions	Zero errors	Zero (all deductions have been eliminated)	Yes, results realized in 2012

CE #5 - Tenant Rent Share in dollars (increase)	Average PH: \$235 Average Section 8: \$274	No change anticipated	Total actual for 2014: PH: \$233 Section 8: \$272	The outcome shows a slight decrease in the average rent, which could be a result of new households coming onto the program with less income
SS #3 - Report the following separately for each category:  (1) Employed Full-Time (2) Employed Part-Time (3) Enrolled in Educational Program (4) Enrolled in Job Training Program (5) Unemployed (6) Other	65 total households employed (when this metric was written in 2012, it was not separated by category)	Increase of 1% increase (when this metric was written in 2012, it was not separated by category)	2014 results:  105 total employed households  18 employed full time; 87 employed part time; Educational program: zero; Job training program: zero; Others: 565 (main source of income is SS or SSDI based on population type)	The outcome shows an increase of 61%
SS #8 - Number of households transitioned to self-sufficiency (increase). Self-sufficiency defined as exiting program and moving into market rental or home ownership	Zero	Zero	Zero	This activity applies to households who are elderly and/or disabled that are not expected to transition off the program to self-sufficiency

d. **BENCHMARK REVISIONS**

The local benchmarks that had originally been established by BHP have been replaced with the HUD standard metrics.

e. **DATA COLLECTION METHODOLOGY**

There have been no changes to the data collection methodology.

**ACTIVITY 2012-3**

a. **DESCRIPTION**

Activity 2012-3, Rent Simplification for family households, was approved and implemented in 2012. This activity aims to simplify the rent calculation for family households by eliminating all interim increases, eliminate earned income disregard, and planning for a flat tiered rent system. (Flat tiered rent structure implemented in 2014, under Activity 2014-1.)

b. **OUTCOME OF HARDSHIP REQUESTS**

This was not a rent reform activity and no hardship was created.

c. **BENCHMARK RESULTS**

Metric	Baseline	Benchmark	Outcome	Benchmark Achieved?
CE #1 - Total cost of task in dollars (decrease)	\$6,552 (252 staff hours x \$26 per hour)	Reduction of 60%	2013 results: \$6,981 (268.5 staff hours x \$26 per hour), increase of \$429	The outcome was slightly higher than the original benchmark. In 2014, all interims were eliminated.
CE #2 - Total time to complete the task in staff hours (decrease)	252 staff hours (1.5 hours average per interim x 168 interim recertifications processed annually due to increases in income)	Reduction of 60%	2013 results: 268.5 staff hours 1.5 hours average x 179 interims processed)	The outcome was slightly higher than the original benchmark. In 2014, all interims were eliminated under activity 2014-1 and 3.
CE #3 - Average error rate in completing a task as a percentage (decrease)	Potential for errors	Zero errors	Zero	In 2014, all interims were eliminated under activity 2014-1 and 3.
SS #1 - Average earned income of households affected by this policy in dollars (increase)	Average 2012 earned income \$16,400	Increase of 2%	2014 Result: \$19,122	Outcome is an increase of 16% in earned income

<p>SS #3 - Report the following separately for each category:</p> <ul style="list-style-type: none"> <li>(1) Employed Full-Time</li> <li>(2) Employed Part-Time</li> <li>(3) Enrolled in Educational Program</li> <li>(4) Enrolled in Job Training Program</li> <li>(5) Unemployed</li> <li>(6) Other</li> </ul>	<p>2012 baseline: 322 or 36% of families had earned income (when this metric was written in 2012, it was not separated by category)</p>	<p>Increase of 18 families or 2% in the number of working households (when this metric was written in 2012, it was not separated by category)</p>	<p>2014 result: 340 (38%) total families with employment income; 166 families employed full time; 174 families employed part time; 64 unemployed; Other: 41</p>	<p>The benchmark was achieved</p>
<p>SS #4 -Number of households receiving TANF assistance (decrease).</p>	<p>2013 baseline: 21 households (5% of total households)</p>	<p>Decrease if possible</p>	<p>2014 result: 18 households (5% of total households which is a decrease of 3 households)</p>	<p>Due to households leaving and entering the program, decreasing the households on TANF is not always possible</p>
<p>SS #5 - Number of households receiving services aimed to increase self-sufficiency (increase).</p>	<p>Zero</p>	<p>Zero</p>	<p>Zero</p>	<p>This activity is not aimed at increasing services to households</p>
<p>SS #6 - Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease)</p>	<p>2012 baseline: Average HAP \$536</p>	<p>No change anticipated from this activity</p>	<p>2014 result: Average HAP \$737 (as of 12/31/2014)</p>	<p>This activity is not designed to decrease subsidy. Increase due to increased contract rent and payment standard increases</p>
<p>SS #7 - PHA rental revenue in dollars (increase)</p>	<p>2011 Public Housing rental revenue was \$1,297,452</p>	<p>No change anticipated from this activity</p>	<p>2014 Public Housing rental revenue was \$1,315,644 (increase of \$36,192)</p>	<p>This activity is not designed to increase rent revenue however revenue did increased since 2011</p>

SS #8 - Number of households transitioned to self-sufficiency (increase). Self-sufficiency defined as exiting program and moving into market rental or home ownership	Zero	Zero	Zero	This activity is not aimed at increasing services to households
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d. **BENCHMARK REVISIONS**

The local benchmarks that had originally been established by BHP have been replaced with the HUD standard metrics.

e. **DATA COLLECTION METHODOLOGY**

There have been no changes to the data collection methodology.

**ACTIVITY 2012-4**

a. **DESCRIPTION**

Activity 2012-4, Rent simplifications for all households, was approved and implemented in 2012. The goal of this activity was to implement a series of changes to simplify the income and asset verification process for all families. This activity includes allowing households to provide asset and income documentation; exclude income from assets and allow for self-certification of assets that total \$50,000 or less; and limit total household assets to \$50,000 or less upon admission to the public housing and Section 8 program. In 2014, one household was denied admission and did not qualify for the exception.

b. **OUTCOME OF HARDSHIP REQUESTS**

This was not a rent reform activity and no hardship was created. An exception policy was created for households who are elderly and/or persons with disabilities in relation to the asset limit upon admission.

### c. BENCHMARK RESULTS

Metric	Baseline	Benchmark	Outcome	Benchmark achieved?
CE #1 - Total cost of task in dollars (decrease)	\$1,677 (64.5 hours x \$26 average per hour)	Reduction of 60%	2012 result: \$195 (7.5 hours x \$26 per hour) Decrease of \$1,482	Outcome was higher than expected, as fewer households had assets in 2012 than in 2010 when activity was written
CE #2 - Total time to complete the task in staff hours (decrease)	64.5 staff hours (86 households x 45 minutes on average)	Reduction of 60%	2012 result: 88% reduction (10 households x 45 minutes = 7.5 staff hours)	Outcome was higher than expected, as fewer households had assets in 2012 than in 2010 when activity was written
CE #3 - Average error rate in completing a task as a percentage (decrease)	Potential for error	Reduce potential for error	2% (in 2014, 18 households have assets over \$50,000) Reduction of 80% potential for errors	By eliminating income from assets in the majority of households, potential for error has been greatly reduced
CE #5 - Tenant Rent Share in dollars (increase)	2011 annual tenant rent due to income from assets was \$3,843	Decrease of \$2,640	2012 annual tenant rent due to income from assets was \$2,360. Decrease of \$1,483 in tenant rent due to income from assets.	This outcome was achieved in 2012. Information on assets under \$50,000 is no longer collected as designed by the activity

### d. BENCHMARK REVISIONS

The local benchmarks that had originally been established by BHP have been replaced with the HUD standard metrics.

### e. DATA COLLECTION METHODOLOGY

There have been no changes to the data collection methodology.

## ACTIVITY 2012-5

### a. DESCRIPTION

Activity 2012-5, Elimination of the 40% of income cap in the voucher program, was approved and implemented in 2012. The goal of this activity was to provide more rental choices to Section 8 voucher holders by eliminating the 40% of income towards rent cap when they

initially lease up. In 2014, twelve families rented a unit where their portion of the rent was more than 40% (but less than 72%) of their income.

**b. OUTCOME OF HARDSHIP REQUESTS**

This was not a rent reform activity and no hardship was created.

**c. BENCHMARK RESULTS**

Metric	Baseline	Benchmark	Outcome	Benchmark achieved?
HC #5 - Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase)	Zero	2% or 17 households	12 families	Benchmark was not achieved. This is dependent on rental market, available units, and participant choice

**d. BENCHMARK REVISIONS**

The local benchmarks that had originally been established by BHP have been replaced with the HUD standard metrics.

**e. DATA COLLECTION METHODOLOGY**

There have been no changes to the data collection methodology.

**ACTIVITY 2012-6**

**a. DESCRIPTION**

Activity 2012-6, Implement a flat utility allowance for the voucher program, was designed to increase voucher holders' ease of understanding of the rent calculation and how utilities affect the maximum contract rent allowed. This activity was approved and implemented in 2012.

**b. OUTCOME OF HARDSHIP REQUESTS**

This was not a rent reform activity and no hardship was created.

### c. BENCHMARK RESULTS

Metric	Baseline	Benchmark	Outcome	Benchmark achieved?
CE #1 - Total cost of task in dollars (decrease)	\$20/briefing (45 minutes x \$26 hour)	25% reduction	\$10/briefing (22 minutes x \$26 hour)	Simplified utility allowance will continue to allow for less time spent in briefings to explain the allowance
CE #2 - Total time to complete the task in staff hours (decrease)	Average of 45 minutes per briefing	25% reduction	Average of 22 minutes per briefing	Simplified utility allowance will continue to allow for less time spent in briefings to explain the allowance
CE #3 - Average error rate in completing a task as a percentage (decrease)	Potential for error	Reduction in error to zero	0	Yes
CE #5 - Tenant Rent Share in dollars (increase)	Average utility allowance in 2011 was \$70	Reduction of \$6 for the average utility allowance	Average utility allowance was \$63, reduction of \$7 or 10%	This outcome was achieved in 2012 and all participants are on the simplified utility allowance system

### d. BENCHMARK REVISIONS

The local benchmarks that had originally been established by BHP have been replaced with the HUD standard metrics.

### e. DATA COLLECTION METHODOLOGY

There have been no changes to the data collection methodology.

## ACTIVITY 2013-1

### a. DESCRIPTION

Activity 2013-1, Housing Quality Standards Inspection Schedule, was written to replace Activity 2012-7. This activity aligns the HQS inspection with the recertification schedule. In 2013, for all households who are elderly or a person with disabilities, the inspection schedule now follows the recertification schedule which is conducted every three years. In 2014, when Activity 2014-1 was implemented, inspections for the work-abled family households were lined up with the biennial recertification schedule. This activity was approved and implemented in 2013.

### b. OUTCOME OF HARDSHIP REQUESTS

This was not a rent reform activity and no hardship was created.

### c. BENCHMARK RESULTS

Metric	Baseline	Benchmark	Outcome	Benchmark achieved?
CE #1 - Total cost of task in dollars (decrease)	2012: 755 annual inspections	Reduction of 66%	2014 result: 332 annual inspections	Benchmark was not achieved due to biennial recertification of all work-abled households occurring in 2014
CE #2 - Total time to complete the task in staff hours (decrease)	Inspections are conducted by an outside contractor	N/A	N/A	N/A – savings relate to cost of outside contractor, not staff
CE #3 - Average error rate in completing a task as a percentage (decrease)	Activity not designed to reduce errors	N/A	N/A	N/A – savings relate to cost of outside contractor, not staff

### d. BENCHMARK REVISIONS

The local benchmarks that had originally been established by BHP have been replaced with the HUD standard metrics.

#### e. DATA COLLECTION METHODOLOGY

There have been no changes to the data collection methodology.

### ACTIVITY 2013-2

#### a. DESCRIPTION

Activity 2013-2, Eliminate Utility Reimbursement Payments, was approved and implemented in 2013. The focus of this activity was to ensure that all public housing residents and Section 8 participants are contributing towards their rental payment (or at a minimum to ensure that residents and participants are not receiving payments to live on housing assistance). Households who received a utility reimbursement payment (URP) in April 2013 continued to receive one through March 2014, unless there was an interim change in their circumstances that resulted in no URP. No new instances of URP were allowed after April 1, 2013.

#### b. OUTCOME OF HARDSHIP REQUESTS

All households who were receiving URP on April 1, 2013 continued to receive it until their circumstances changed which disqualified them, or March 1, 2014, whichever came first. Households met with their Occupancy Specialist within the first three months of implementation. Reminders with information on utility use and grants were sent in October 2013 and January 2014. There were 12 households who were still receiving URP as of March 31, 2014 and it was eliminated as of April 1, 2014 when the hardship ended.

#### c. BENCHMARK RESULTS

Metric	Baseline	Benchmark	Outcome	Benchmark achieved?
CE #1 - Total cost of task in dollars (decrease)	\$12,396 (cost of 42 URP as of 4/1/2013) \$247 (cost to mail 42 URPs each month)	Zero	Zero	Yes
CE #2 - Total time to complete the task in staff hours (decrease)	84 staff hours (42 checks x 10 minutes per check to print, stuff and mail)	Zero	Zero as of 4/1/14	Yes

CE #3 - Average error rate in completing a task as a percentage (decrease)	This activity was not designed to eliminate errors	N/A	N/A	N/A
CE #5 - Tenant Rent Share in dollars (increase)	Participants receiving a utility reimbursement had a tenant rent share of zero	No change anticipated	Tenant rent share remains at zero; however, they no longer receive the utility reimbursement payment to pay for their utilities	Yes

d. **BENCHMARK REVISIONS**

The local benchmarks that had originally been established by BHP have been replaced with the HUD standard metrics.

e. **DATA COLLECTION METHODOLOGY**

There have been no changes to the data collection methodology.

**ACTIVITY 2013-3**

a. **DESCRIPTION**

Activity 2013-2, Local Voucher Program in Partnership with Safehouse Progressive Alliance for Nonviolence (SPAN), was approved and implemented in 2013. This activity focuses on continuing BHP's partnership with Safehouse Progressive Alliance for Nonviolence (SPAN). The activity, which provides eight families who are victims of domestic violence with housing assistance through BHP and case management services through SPAN, allows BHP to use vouchers for transitional housing.

b. **OUTCOME OF HARDSHIP REQUESTS**

This was not a rent reform activity and no hardship was created.

### C. BENCHMARK RESULTS

Metric	Baseline	Benchmark	Outcome	Benchmark achieved?
CE #4 - Amount of funds leveraged in dollars (increase)	Zero, prior to this activity, no households were receiving services	\$16,000 (\$2,000 per household x 8 households)	2014: \$18,060 was actual amount of money spent on services by SPAN	Yes, more money than anticipated was spent by our service partner providing case management services
SS #5 - Number of households receiving services aimed to increase self-sufficiency (increase)	Zero	8	8	Benchmark was achieved as eight families who were not receiving services are now receiving services with the goal of transitioning off the program in two years (by end of 2015)
SS #8 - Number of households transitioned to self-sufficiency (increase). Self-sufficiency defined as exiting program and moving into market rental or home ownership	Zero for 2014	Zero in 2014 Goal of 4 in 2015	Zero	This is a two-year program that began in 2013. Results will be achieved in 2015
HC #3 - Average applicant time on wait list in months (decrease)	12 months (previously this program existed at a property where time spent in housing was unlimited)	Reduce by 50% (goal was to reduce by 50% based on this being a two-year transitional program)	7 months (decrease of 5 months or 42%)	Benchmark not met due to program participants have not yet reached the end of the transitional two-year period

HC #5 - Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase)	Zero	8	8	All of these families are victims of domestic violence, therefore all eight of them have moved to better situations and units
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As of December 31, 2014, we had eight families participating in this program. Of these families, three entered the program in 2013, of which one left the program of their accord in 2014. Six entered the program in 2014.

**d. BENCHMARK REVISIONS**

The local benchmarks that had originally been established by BHP have been replaced with the HUD standard metrics.

**e. DATA COLLECTION METHODOLOGY**

There have been no changes to the data collection methodology.

**ACTIVITY 2013-4**

**a. DESCRIPTION**

Activity 2013-4, Use of Replacement Housing Factor Funds for other housing, was approved and implemented in 2013. This activity allows BHP to use Replacement Housing Factor (RHF) Funds to build other affordable housing units. In 2013, BHP used RHF Funds at 1175 Lee Hill, a 31-unit community for chronically homeless using the Housing First model. Construction began in October 2013 and was completed in November 2014. The RHF Funds were used to support development of these units.

**b. OUTCOME OF HARDSHIP REQUESTS**

This was not a rent reform activity and no hardship was created.

### C. BENCHMARK RESULTS

Metric	Baseline	Benchmark	Outcome	Benchmark achieved?
CE #4 - Amount of funds leveraged in dollars (increase)	Zero	In 2013 approximately \$600,000 of RHF Funds were leveraged against more than \$7 million for 31 units of permanently supportive housing; for 2015 and beyond, amount is dependent on outcome of application for PH disposition	\$7,433,805 for 1175 Lee Hill	Yes
HC #1 – Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase)	Zero	2013 = 31 In 2015, produce 69 new units (dependent on PH disposition/ conversion, results in 2016)	Produced 31 new units for chronically homeless at 1175 Lee Hill – occupied in November 2014	Yes
HC #2 – Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase)	Not a goal of the activity in 2014	Zero	Zero for 2014	Yes
HC #5 - Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase)	2014 – 31 households	31	In 2014, 31 formerly homeless households were housed at 1175 Lee Hill	Yes

BHP continues to work with HUD to finalize the number of units approved for disposition that will be eligible for RHF Funds. This will impact the benchmark for future activities. Construction of the 31 Housing First Units began in October 2013 with existing RHF Funds, with completion and full occupancy in November 2014.

d. BENCHMARK REVISIONS

The local benchmarks that had originally been established by BHP have been replaced with the HUD standard metrics.

e. DATA COLLECTION METHODOLOGY

There have been no changes to the data collection methodology.

ACTIVITY 2014-1

a. DESCRIPTION

This activity transitioned all work-abled families in the Section 8 Housing Choice Voucher Program to a flat tiered rent. Rent is determined using a two-step system. Family size and gross income places the family into an income tier. Total tenant payment is determined by the income tier and the actual size of the unit rented. Other elements of this activity include:

- Minimum rent increased from \$50 to between \$120 and 180 based on bedroom size,
- Families were recertified effective August 2014, the next recertification will be effective August 2016,
- Interim recertification for income increases and decreases have been eliminated except in certain cases, and
- A flat fee per ineligible family member is added to the total tenant payment per month instead of prorating the housing assistance.

b. OUTCOME OF HARDSHIP REQUESTS

There were three different hardship cases for this activity.

Maximum rent increases: Fifty-one families received a hardship capping their rent increase at 7%. The monthly cost of this hardship to the program is \$2,829. These families will not see another increase until August 2016 (provided all other factors remain the same, including contract rent, utility allowance, unit size, etc.)

Minimum rent: There were five households that were affected by the increase in the minimum rent and were granted a 12-month hardship. Their rent will increase to the new minimum rent effective August 1, 2015, with 60 days' notice.

No interim recertifications: In 2014, we had six requests for interim recertifications due to income loss. Of these six requests, one was granted an interim to remove the income that was lost. Of the five that were denied, three were referred to the Safety Net Program. Of these three, only one contacted our partner agency and was assisted for one month.

Rent burden minimum: In the data analysis for this rent system, there were cases where rent burden would decrease to less than 24%. If this was the case, the decrease was capped so rent was equal to 24% of income. This affected four families.

#### C. BENCHMARK RESULTS

Metric	Baseline	Benchmark	Outcome	Benchmark achieved?
CE #1 - Total cost of task (decrease)	\$21,684 (834 staff hours x average of \$26 per hour)	40% reduction over the two-year recertification period	2014: \$21,684 as all families were recertified; results to be realized in 2015	Benchmark will be achieved in 2015, when only interim recertifications for extenuating circumstances will be done
CE #2 - Total time to complete the task in staff hours (decrease)	834 total staff hours (3 staff hours per recertification X 278 recertifications)	40% reduction over the two-year recertification period	2014: 834 staff hours as all families were recertified; reduction to be realized in 2015	Benchmark will be achieved in 2015, when only interim recertifications for extenuating circumstances will be done
CE #5 - Tenant Rent Share in dollars (increase)	\$341	Increase of 7%	\$376 (increase of 10%)	Outcome was higher than expected. Rent is based on many factors, such as income, contract rent, utility allowances, etc. which can change year to year
SS #1 - Increase in household income	\$16,073 (as of 12/31/2014)	Increase of 2%	Results to be realized in 2016 at time of mass recertification	Results to be realized in 2016 at time of mass recertification

SS #3 - Increase in positive outcomes in employment status: <ul style="list-style-type: none"> <li>- Full Time</li> <li>- Part Time</li> <li>- Educational Program</li> <li>- Job Training</li> <li>- Unemployed</li> <li>- Other</li> </ul>	102 employed full time; 106 employed part time; 44 unemployed; Other: 26	Full time: increase by 2% Part time: increase by 2% Educational Program: no change Job Trainee: no change Unemployed: decrease by 2%	Results to be realized in 2016 at time of mass recertification	Results to be realized in 2016 at time of mass recertification
SS #4 - Number of households receiving TANF (decrease)	15 households receiving TANF at time of recertification in 2014	Decrease of 2%	Results to be realized in 2016 at time of mass recertification	Results to be realized in 2016 at time of mass recertification
SS #5 - Number of households receiving services aimed to increase self-sufficiency	Zero households were receiving services at time of recertification in 2014	Increase of 2%	Results to be realized in 2016 at time of mass recertification	Results to be realized in 2016 at time of mass recertification
SS #8 - Number of families moved to self-sufficiency. Self-sufficiency defined as exiting program and moving into market rental or home ownership	Zero	1 (one)	Zero	No households moved to homeownership by December 31, 2014 as implementation of the flat tiered rent occurred in August 2014

d. BENCHMARK REVISIONS

Metric CE#5, Tenant rent share in dollars was added to this activity as part of the HUD standard metrics.

e. DATA COLLECTION METHODOLOGY

There have been no changes to the data collection methodology.

### ACTIVITY 2014-3

#### a. DESCRIPTION

The main objective of this activity was to allow for elderly households and households with a person with disabilities be allowed to increase their income while not experiencing an immediate increase in rent, while also allowing for one interim decrease due to income loss per year.

#### b. OUTCOME OF HARDSHIP REQUESTS

Hardships are allowed based on reasonable accommodations or extenuating circumstances. No requests were made in 2014.

#### c. BENCHMARK RESULTS

Metric	Baseline	Benchmark	Outcome	Benchmark achieved?
CE #1 -Total cost of task (decrease)	\$2,574 (99 x average of \$26 per hour)	40% reduction over the three-year recertification period	2014 result: \$0, reduction of \$2,574 or 100% savings (no interims processed related to income increases or decreases)	Yes
CE #2 - Total time to complete the task in staff hours (decrease).	99 total hours (1.5 hours per interim x 66 interim recertifications (prior to implementation))	40% reduction over the three-year recertification period	2014 result: Zero hours (no interims processed related to income increases or decreases)	Yes
SS #1 - Increase in household income	Average household income at 12/31/13 Public Housing: \$10,276 Section 8: \$11,763	Increase of 2%	Average household income at 12/31/14 Public Housing: \$10,104 Section 8: \$11,782	Outcome shows slight decrease at PH and slight increase at S8. Due to type of population, this is not unexpected.

SS #3 - Increase in positive outcomes in employment status: <ul style="list-style-type: none"> <li>- Full Time</li> <li>- Part Time</li> <li>- Educational Program</li> <li>- Job Training</li> <li>- Unemployed</li> <li>- Other</li> </ul>	2014 results:  18 employed full time; 87 employed part time; zero for all others (main source of income is SS or SSDI based on population type)	Full time: increase of 2%; Part time: increase of 2%; Educational program: no change; Job Trainee: no change; Unemployed: decrease of 2%	Due to triennial recertification cycle, benchmark will be reported in 2015	Due to triennial recertification cycle, benchmark will be reported in 2015
SS #8 - Number of families moved to self-sufficiency - defined as moving into market rental or home ownership	Zero	Zero	Zero	This is an activity aimed at elderly and disabled households; there is no expectation for these households to move to market rental or home ownership

#### d. BENCHMARK REVISIONS

The benchmarks or metrics have not been revised for this activity.

#### e. DATA COLLECTION METHODOLOGY

There have been no changes to the data collection methodology.

### ACTIVITY 2014-4

#### a. DESCRIPTION

This activity removed the flat rent option for all households in public housing. When rent based on income is higher than the flat rent, households pay the rent amount that is based on their income with rent no longer being capped at the lower flat rent amount if chosen by the family. When the 2014 Plan was approved, there were twenty households who had chosen to pay the flat rent versus the rent based on their income. As households were recertified over the remainder of 2014, they were no longer given the option to pay the flat

rent. As of December 31, 2014, there were 19 households whose rent was higher than the flat rent due to their income. During the year, there were five families who moved out after their rent increased above the flat rent, three moved to homeownership, one moved out of state and the other stated that they could not afford the rent (however, after the increase in rent, rent burden was 29% of their income).

**b. OUTCOME OF HARDSHIP REQUESTS**

Hardships were based on reasonable accommodations requests or extenuating circumstances. No hardships were requested or granted. All families were given a six-month notice of this rent increase.

**c. BENCHMARK RESULTS**

Metric	Baseline	Benchmark	Outcome	Benchmark achieved?
CE #5 - PHA rental revenue in dollars (increase)	\$60,850 (total annual rent for the affected households set at flat rent)	Total annual rent of \$135,000 after all households paying rent based on income for a total of 12 months	\$83,185 (increase of \$22,335)	Benchmark was not achieved due to timing of implementation. Rent was increased at time of annual recertification for affected families beginning in May 2014, result from a partial year increase

**d. BENCHMARK REVISIONS**

The benchmarks or metrics have not been revised for this activity.

**e. DATA COLLECTION METHODOLOGY**

There have been no changes to the data collection methodology.

## ACTIVITY 2014-5

### a. DESCRIPTION

This activity changes the mobility options for families who live at Woodlands, a project-based voucher community, and participate in the Family Self-Sufficiency (FSS) Program. In order to request the next available voucher and move out of Woodlands, they must stay a minimum of three years (except in extenuating circumstances). Upon successful gradation from FSS, they must move out of Woodlands, and may leave with a voucher if the family continues to need the housing assistance.

### b. OUTCOME OF HARDSHIP REQUESTS

Households may request an exemption from the three year rule if there are extenuating circumstances. In 2014, there was one request, however the request was not granted as the household was not in compliance with the FSS program and therefore left the program without a voucher.

### c. BENCHMARK RESULTS

Metric	Baseline	Benchmark	Outcome	Benchmark achieved?
CE #1 - Total cost of task in dollars (decrease)	\$780 (30 hours x \$26 per hour average)	\$390 (15 hours x \$26 per hour average)	\$260 (10 hours x \$26 per hours average)	Yes, only two families successfully graduated in 2014 and both moved with a voucher
CE #2 - Total time to complete the task in staff hours (decrease)	30 total hours (5 hours on average x 6 families moved in 2013 with next available voucher; 2 successful graduations and 4 without graduating from the FSS program)	15 total hours (5 hours on average x 3 successful graduations per year who move with a voucher)	10 total hours (5 hours on average x 2 successful graduations in 2014 who moved with a voucher)	Yes, only two families successfully graduated in 2014 and both moved with a voucher
CE #3 - Average applicant time on FSS wait list in months (decrease)	2012 average waitlist time was 10.3 months	Decrease of one month	2014 average wait time was 10.5 months (decrease of 0.2 months)	Benchmark was not achieved, due to fewer move outs.

d. **BENCHMARK REVISIONS**

Two benchmarks have been added for this activity as part of HUD's standard metrics.

e. **DATA COLLECTION METHODOLOGY**

There have been no changes to the data collection methodology.

**ACTIVITY 2014-6**

a. **DESCRIPTION**

This activity allows BHP to set rent limits and conduct our own rent reasonableness test for vouchers that have been project-based and the developer has conducted a market study. In 2014, this activity was applied specifically to the vouchers that were project-based at 1175 Lee Hill, which is a 31-unit community that houses the chronically homeless.

b. **OUTCOME OF HARDSHIP REQUESTS**

This is not a rent reform activity and no hardship was created.

c. **BENCHMARK RESULTS**

Metric	Baseline	Benchmark	Outcome	Benchmark achieved?
CE #1 – Total cost of task in dollars (decrease)	Average cost of an independent consultant to determine reasonable rent: \$6,000	Total cost reduced to \$130 (Reduce external cost by \$6,000; Increase internal staff time to \$130 (5 hours x \$26))	Reduced cost to \$130 (rents set at 1175 Lee Hill by internal staff)	Yes
HC #1 - Number of new housing units made for households at or below 80% AMI as a result of activity	31 in 2014	31 in 2014	31	Yes

HC #2 - Number of housing units preserved for households at or below 80% AMI that would otherwise not be available	Zero	Zero	Zero	Yes
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d. **BENCHMARK REVISIONS**

The benchmarks or metrics have not been revised for this activity.

e. **DATA COLLECTION METHODOLOGY**

There have been no changes to the data collection methodology.

## ACTIVITIES NOT YET IMPLEMENTED

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### ACTIVITY 2012-1

#### a. YEAR HUD APPROVED ACTIVITY

Activity 2012-1 – Allow BHP to commit project-based vouchers to converted units at public housing developments has not yet been implemented. This activity was approved by HUD in 2012.

#### b. ACTIONS TOWARD IMPLEMENTATION

In February 2012, BHP submitted a disposition application for 100% of our public housing units. The activity includes the flexibility to waive the 20% cap on project-based vouchers, define excepted units and create a local project-based voucher program for former public housing sites. In October 2013, BHP submitted an application under the Rental Assistance Demonstration (RAD) Program. As of December 31, 2014, BHP has received approval to dispose of two properties under Section 18, and four properties under RAD (one property request for Section 18 disposition is outstanding). BHP continues to work with HUD through the process to convert them to project-based voucher communities. No additional vouchers were project based using this activity in 2012, 2013, or 2014. The flexibility under this activity has not yet been applied, but is expected to be applied in 2015 after conversion.

## ACTIVITIES ON HOLD

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BHP does not have any activities that have been placed on hold.

## CLOSED OUT ACTIVITIES

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### ACTIVITY 2012-7

MTW Activity 2012 – 7, Implement a Landlord Self-Certification System for HQS Inspections in the Voucher Program, was never implemented. When the activity was written, the objective was to reduce the frequency of inspections for those participants and landlords who were in compliance with HQS inspections and had been for the past year or more. When it came time to implement the activity, it became apparent that the responsibility of certifying to the standards would put a burden on the landlords, as well as the agency to ensure that landlords were completing the forms and returning them. The activity was re-written and approved in the 2013 MTW Annual Plan under Activity 2013 – 1. This activity allows the inspection cycle to follow the recertification schedule.

#### a. YEAR APPROVED

2012

b. YEAR IMPLEMENTED (IF APPLICABLE)

This activity was never implemented.

c. YEAR ACTIVITY CLOSED

2012

d. FINAL OUTCOME AND LESSONS LEARNED

N/A

e. POTENTIAL BENEFITS OUTSIDE OF CURRENT MTW FLEXIBILITIES

N/A

f. YEARLY OUTCOMES

N/A

g. ADDITIONAL EXPLANATIONS OF OUTCOMES

N/A

ACTIVITY 2014-2

MTW Activity 2014-2: Rent Reform for Public Housing Work-Abled Families was not implemented, nor will it be. With the conversion of the majority of the public housing sites under Section 18 disposition or RAD in 2015, the households in the converted sites will be transitioned to the voucher program. MTW Activity 2014-1 will apply to the work-abled households. For elderly households and persons with disabilities, their rent will continue to be calculated per MTW Activity 2012-2.

h. YEAR APPROVED

2014

i. YEAR IMPLEMENTED (IF APPLICABLE)

This activity was never implemented.

j. YEAR ACTIVITY CLOSED

N/A

k. FINAL OUTCOME AND LESSONS LEARNED

N/A

l. POTENTIAL BENEFITS OUTSIDE OF CURRENT MTW FLEXIBILITIES

N/A

m. YEARLY OUTCOMES

N/A

n. ADDITIONAL EXPLANATIONS OF OUTCOMES

N/A

## V. SOURCES AND USES OF FUNDS

### A. ACTUAL SOURCES AND USES OF MTW FUNDING FOR THE FISCAL YEAR

Please see tables on following pages.

### B. LOCAL ASSET MANAGEMENT PLAN

Please see tables on following pages.

<b>Annual MTW Report</b>					
<b>V.3.Report.Sources and Uses of MTW Funds</b>					
<b>A. MTW Report: Sources and Uses of MTW Funds</b>					
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #a6c9ec; text-align: center; padding: 5px;"><b>Actual Sources and Uses of MTW Funding for the Fiscal Year</b></td> </tr> <tr> <td style="padding: 10px;"> <div style="border: 1px solid black; padding: 10px; margin: 10px 0;"> <p><b>PHAs shall submit their unaudited and audited information in the prescribed FDS format through the Financial Assessment System - PHA (FASPHA), or its successor system</b></p> </div> </td> </tr> <tr> <td style="padding: 10px;"> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #a6c9ec; text-align: center; padding: 5px;"><b>Describe the Activities that Used Only MTW Single Fund Flexibility</b></td> </tr> <tr> <td style="padding: 10px;"> <div style="background-color: #ffff00; text-align: center; padding: 10px; margin: 10px 0;"> <p><b>BHP has no activities that used only MTW Single Fund Flexibility.</b></p> </div> </td> </tr> </table> </td> </tr> </table>	<b>Actual Sources and Uses of MTW Funding for the Fiscal Year</b>	<div style="border: 1px solid black; padding: 10px; margin: 10px 0;"> <p><b>PHAs shall submit their unaudited and audited information in the prescribed FDS format through the Financial Assessment System - PHA (FASPHA), or its successor system</b></p> </div>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #a6c9ec; text-align: center; padding: 5px;"><b>Describe the Activities that Used Only MTW Single Fund Flexibility</b></td> </tr> <tr> <td style="padding: 10px;"> <div style="background-color: #ffff00; text-align: center; padding: 10px; margin: 10px 0;"> <p><b>BHP has no activities that used only MTW Single Fund Flexibility.</b></p> </div> </td> </tr> </table>	<b>Describe the Activities that Used Only MTW Single Fund Flexibility</b>	<div style="background-color: #ffff00; text-align: center; padding: 10px; margin: 10px 0;"> <p><b>BHP has no activities that used only MTW Single Fund Flexibility.</b></p> </div>
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<b>V.4.Report.Local Asset Management Plan</b>					
<b>B. MTW Report: Local Asset Management Plan</b>					
<div style="display: flex; justify-content: space-between; align-items: flex-start;"> <div style="width: 45%;"> <p>Has the PHA allocated costs within statute during the plan year?</p> <p>Has the PHA implemented a local asset management plan (LAMP)?</p> </div> <div style="width: 10%; text-align: center;"> <p>or</p> </div> <div style="width: 40%;"> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="background-color: #ffff00; text-align: center; width: 40px; height: 40px; vertical-align: middle;"><b>Yes</b></td> <td style="background-color: #ffff00; text-align: center; width: 40px; height: 40px; vertical-align: middle;"></td> </tr> <tr> <td style="background-color: #ffff00; text-align: center; width: 40px; height: 40px; vertical-align: middle;"></td> <td style="background-color: #ffff00; text-align: center; width: 40px; height: 40px; vertical-align: middle;"><b>No</b></td> </tr> </table> </div> </div> <p style="margin-top: 20px;">If the PHA is implementing a LAMP, it shall be described in an appendix every year beginning with the year it is proposed and approved. It shall explain the deviations from existing HUD requirements and should be updated if any changes are made to the LAMP.</p>	<b>Yes</b>			<b>No</b>	
<b>Yes</b>					
	<b>No</b>				

Has the PHA provided a LAMP in the appendix?

or

No

#### V.5.Report.Unspent MTW Funds

#### C. MTW Report: Commitment of Unspent Funds

In the table below, provide planned commitments or obligations of unspent MTW funds at the end of the PHA's fiscal year.

Account	Planned Expenditure	Obligated Funds	Committed Funds
Type	Description	\$ X	\$ X
Type	Description	\$ X	\$ X
Type	Description	\$ X	\$ X
Type	Description	\$ X	\$ X
Type	Description	\$ X	\$ X
Type	Description	\$ X	\$ X
Type	Description	\$ X	\$ X
Type	Description	\$ X	\$ X
Total Obligated or Committed Funds:		0	0

In the body of the Report, PHAs shall provide, in as much detail as possible, an explanation of plans for future uses of unspent funds, including what funds have been obligated or committed to specific projects.

**Note:** Written notice of a definition of MTW reserves will be forthcoming. Until HUD issues a methodology for defining reserves, including a definition of obligations and commitments, MTW agencies are not required to complete this section.

## VI. ADMINISTRATIVE

### A. HUD REVIEWS, AUDITS OR PHYSICAL INSPECTIONS THAT REQUIRE AGENCY ACTION

Due to budgetary constraints, BHP was not one of the MTW sites visited by the MTW HUD Office in 2014. No HUD reviews, audits or physical inspections have been conducted.

### B. RESULTS OF LATEST AGENCY-DIRECTED EVALUATIONS

BHP worked in partnership with the University of Colorado (CU) to develop the rent controlled study to evaluate the effects of the rent reform structures that were implemented in 2014. The baseline survey was administered at the time of mass recertification for the Section 8 Housing Choice Voucher Program work-able households, and in the early summer for the Public Housing work-abled households. The 2014 Baseline Survey of Work-Able Households in the Public Housing and Section 8 Housing Choice Voucher Programs begins on the following page.

### C. CERTIFICATION THAT AGENCY HAS MET THE THREE STATUTORY REQUIREMENTS

Boulder Housing Partners hereby certifies that the three statutory requirements of: 1) assuring that at least 75 percent of the families assisted by the Agency are very low-income families; 2) continuing to assist substantially the same total number of eligible low-income families as would have been served had the amounts not been combined; and 3) maintaining a comparable mix of families (by family size) are served, as would have been provided had the amounts not been used under the demonstration have been met.

Please refer to Section II General Housing Authority Information for details.

**MOVING TO WORK**  
**2014 BASELINE SURVEY OF WORK-ABLE HOUSEHOLDS**  
**in Section 8 and Public Housing**

Prepared for Boulder Housing Partners by:

Willem van Vliet—

Center for Community Engagement, Design and Research University of Colorado, Boulder



As part of its evaluation of its Moving to Work (MTW) program, Boulder Housing Partners (BHP) is collaborating with the Center for Community Engagement at the University of Colorado. The Center, which has extensive experience in evaluation and assessment, advised BHP on the research design in which eligible households will be compared with themselves through data collected at annual intervals over an extended period. In spring and summer of 2014, BHP gathered baseline data that will become a reference point for future years.

The baseline data were collected through a self-administered survey. Development of the survey questionnaire involved extensive input from BHP staff, focus groups with residents (conducted separately in English and Spanish), and a pilot that resulted in final revision of the instrument.

The survey was distributed in April 2014 to all work-able Section 8 (S8) households, in English as well as Spanish, as part of the recertification process. After two follow-up requests, the final response rate was 95%. In May 2014, all work-able site-based public housing (PH) households also received the questionnaire by mail, with two follow-up requests. Considering a relatively low response rate after the initial mailing, BHP offered an incentive in the form of \$100 gift certificates awarded to five households randomly selected from all those participating in the survey, resulting in a final response rate of 68%. These are high response rates relative to other studies of public housing residents.

The S8- and PH-populations are distinctly different. In the survey, 93% in PH identify with Hispanic/Latino vs. 47% in S8. Relatedly, English is the primary language spoken at home for only 8% in PH, vs. 68% in S8. Additional data from BHP files also show that 84% of the households in PH have at least one member of the family who is not legally able to receive housing assistance, versus 25% of the households in S8. The survey findings related to self-sufficiency, reported below, often reflect these differences.

The questionnaire was completed by the head of household, taking 20-30 minutes. The questions aimed to establish how respondents place themselves or their households on a self-sufficiency scale in ten domains: housing, employment, income, food, transportation, child care, support networks, legal matters, health, and education.

These domains closely mirror the approach taken by several service agencies in Boulder County (for example, Department of Housing and Human Services, Emergency Family Assistance Association, Boulder Shelter for the Homeless), facilitating coordinated interagency work based on comparable conceptualization and measurement of self-sufficiency. Other questions asked about

barriers that hinder households' progress in each self-sufficiency domain related to, for example, income, skills, child care, and transportation. In addition, respondents were asked to provide some household background information (e.g., primary language, health insurance coverage).

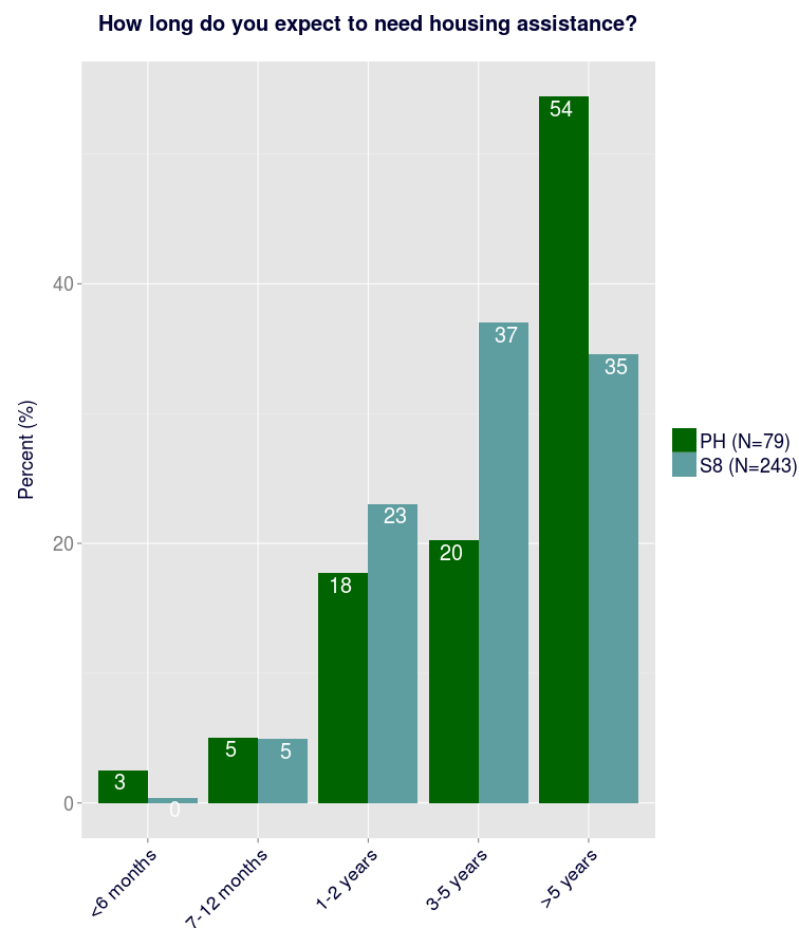
This report presents initial findings, comparing the responses given by the Section 8 and public housing households. It highlights key findings and does not aim to be exhaustive. Future analyses will examine relationships between variables to help inform discussion of possible interventions and program development directions.

## KEY FINDINGS

### Housing

Prior to moving into BHP-supported housing, living with family or friends was the most common situation in both groups (30% in PH and 47% in S8), followed by private rental for about one-third. Only about 1 out of 5 households previously lived in subsidized housing. It's noteworthy that 7% in PH and 14% in S8 came out of homelessness. When we add to these last percentages households that were "doubling up," it is clear that BHP is absorbing a significant homeless population and commensurately reducing system use costs (e.g., emergency room, police). About 75% of surveyed households expect to need housing assistance for at least 3 more years. More than one-half in PH and one-third in S8 expect to need housing assistance for the next 5 years or more. Almost one-quarter reported having paid rent late at least once in the last 3 months.

By far the most common **barriers** to housing self-sufficiency are cost related. Around 90% mention low wages, high costs of

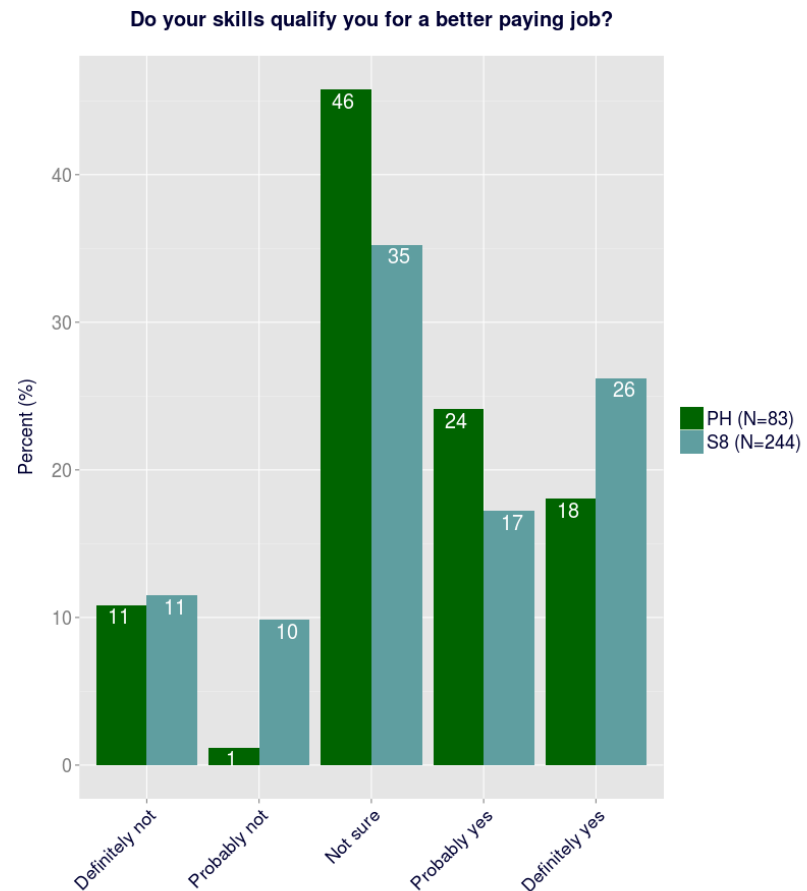


housing and other basic expenses such as food, transportation and health care. Respondents also mention finance-related reasons such as not having a paying job (S8: 43%; PH 60%) and bad credit history (S8: 66%; PH: 17%; possibly fewer in PH indicate a bad credit history because they do not have any credit history at all). Being a single parent is also a major hindrance to improving their housing situation, mentioned by 80% in S8 and 60% in PH, possibly due to a higher proportion of single parents in S8 (60%) versus PH (31% ) and likely related to problems in accessing affordable child care (see below). Not having the necessary knowledge or skills is hindering housing advancement of more than one-half of surveyed households. This last finding may be among the “low-hanging fruit” as an area where intervention may be relatively low cost.

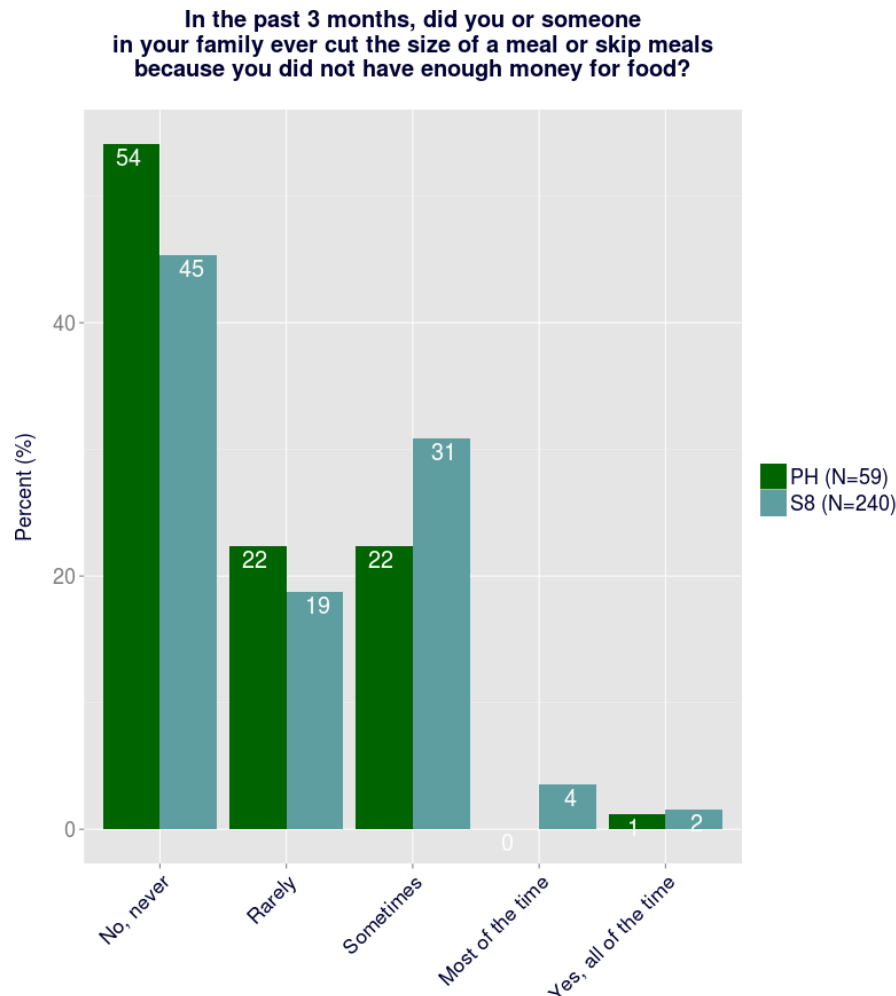
## Employment

Unemployment among residents runs about 20%. Almost one-half in PH have a full-time job all year vs. 38% in S8. S8 households may include more single parents, which would make full-time employment more challenging for them, especially in the absence of affordable and accessible child care (see below). Significant numbers in both groups are part-time employed year-round (S8: 33%, PH: 24%). About one-half say they want to work more hours. In S8, one-third say they “definitely” want more hours, almost twice as many as in PH (18%). Asked whether their skills qualify them for a better paying job, 43% in S8 say “yes” of whom 60% indicate “definitely yes.” This finding suggests a mismatch between household competencies and job requirements, resulting in “underemployment” and sub-optimal utilization of local work force potential.

PH respondents tend to report **barriers** to greater self-sufficiency in employment more often than those in S8. Most common impediments for them are lack of education or skills (76%), lack of



English proficiency (74%), and immigration status (68%). Lack of education and skills is also frequently a barrier in S8 (51%). Almost one-half in both groups mention child care responsibilities, while not knowing how to find a job is a problem for one out of every three PH households and transportation is problematic for one of four in S8. Barriers to working more hours are largely the same as those to becoming employed in the first place.



## Income

Three of four in S8 say that in the last 3 months they have run out of money for such basic items as food, clothing, and medical care; one of five have done so at least four times. They often find it “very hard” to pay for debts (46%), utilities (20%), and child care (20%). In PH, it is “very hard” for one of four to pay for health care. Saving is very hard for three of four in both groups. Overall, more S8 households indicate income-related barriers than do PH respondents.

## Food

Three of four households experience problems accessing food. More than one of two says they cut or skipped a meal at least once in the last three months. A majority rely on sources other than income: 51% in PH and 68% in S8. The most common sources are food stamps (82%), food banks (65%), and family (29%). Lack of income is by far the most common **barrier** to food self-sufficiency, cited by 69% in PH and 81% in S8, where income-related issues seem to be more prevalent. Those in S8 also mention lack of time to get to stores (14%) and lack of easy access to stores (11%), possibly

reflecting the time constraints of single-parent households and distant housing locations. In PH, one in five households indicate they do not know where to find nutritious food.

## Transportation

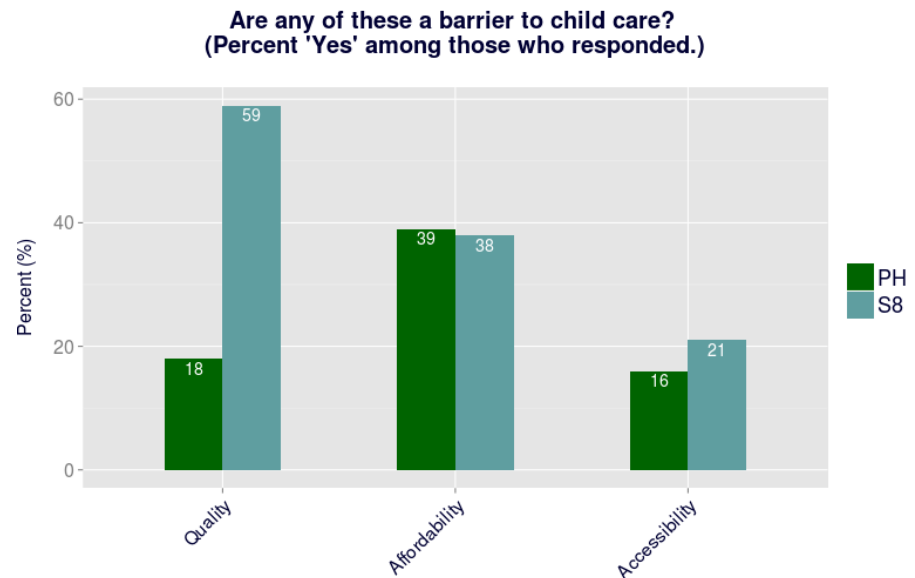
At least one-third in S8 and 25% in PH indicated it was hard to get to work or appointments during the last two weeks. Compared to residents in PH, those in S8 are less often “very satisfied” with biking (27% v. 46%), bus (24% v. 41%) and walking (31% v. 47%). They are also more often dissatisfied with personal car use as a means of transportation (18% v. 9%) and only 50% of them use a bike.

Costs are by far the most common transportation **barrier**, with gas costs mentioned by 52% in PH and 63% in S8, and bus fares by 40% in both groups. Many residents do not own a car (40% in PH and 30% in S8) or a bike (32% in S8). Other common issues include health problems, not having a ride, bus schedules and living far from work and stores (all mentioned by about 25%).

Overall, transportation appears to be a greater challenge in S8 than in PH. Some barriers seem addressable (e.g., by organizing car pools, adjusting bus schedules, and providing Eco Passes and route information).

## Child Care

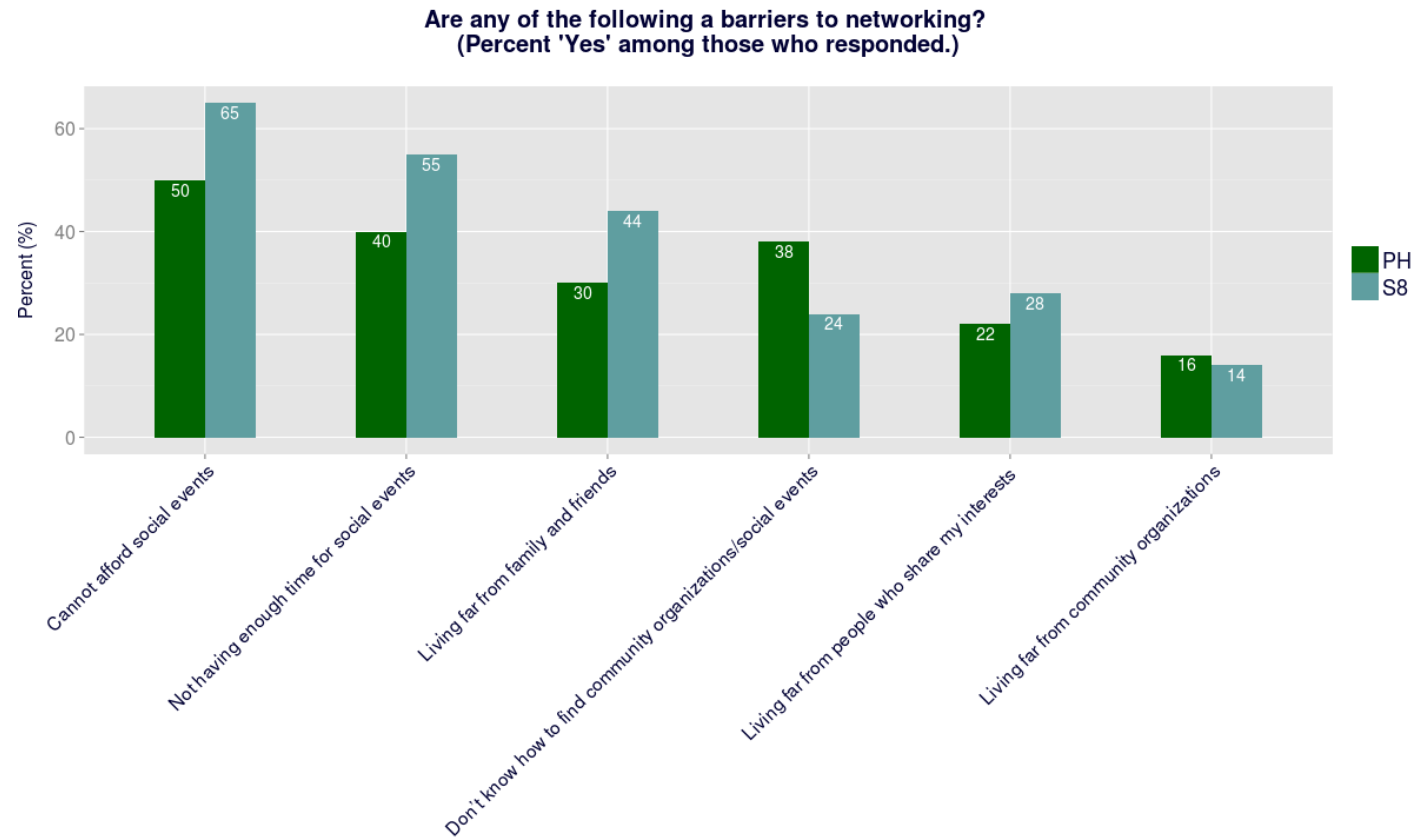
About 75% of surveyed residents report having children under 13. Child care is insufficient for 25% in S8 and 11% in PH. Affordability of child care is “poor” or “very poor” for, respectively, 13% and 22%. Almost one-third in both groups say that affordability is “definitely” a **barrier** in getting child care. Almost one-third in S8 also report child care quality as a hindrance. The survey data give no insight as to why child care seems to be a greater challenge for S8. It may be that those in PH include fewer single-parent households, or more often have relatives or a critical mass of families with children nearby to support informal arrangements.



## Support Networks

A substantial number of surveyed residents report having received help in the last 3 months. Support comes from friends, neighbors, charitable organizations, local groups and, most often, family (42% in S8 and 28% in PH). About 80% have Medicaid and two-thirds get food stamps. Free-reduced price lunch is common as well: 58% in S8 and 78% in PH.

The costs of social events are a **barrier** to expending or maintaining support networks for 65% in S8 and 50% in PH. Other common barriers are not enough time (55% in S8 and 40% in PH), and living far from family and friends (44% in S8 and 30% in PH). For 38% in PH it is a problem that they do not know how to find community organizations and social events. For 22% in PH it is a problem that they do not know how to find people who share their interests. For 16% in PH it is a problem that they do not know how to find community organizations.



## Legal Matters

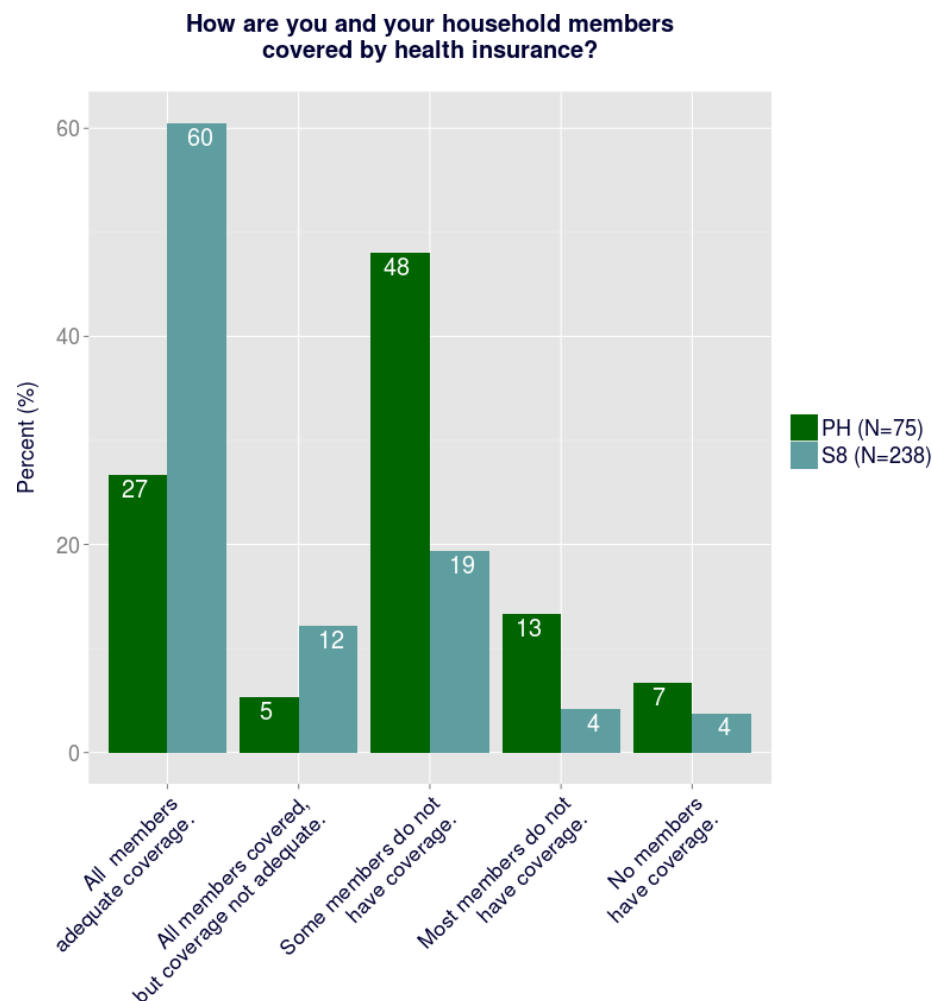
About 15% of surveyed households are dealing with a legal issue. Of them, one-half are doing so without legal assistance. The most common **barrier** is costs (56% in S8 and 46% in PH). Not knowing how to access legal assistance is also a frequent hurdle, especially for those in PH (35%), who also more often cite ability to communicate (38%) and lack of trust (18%).

## Health

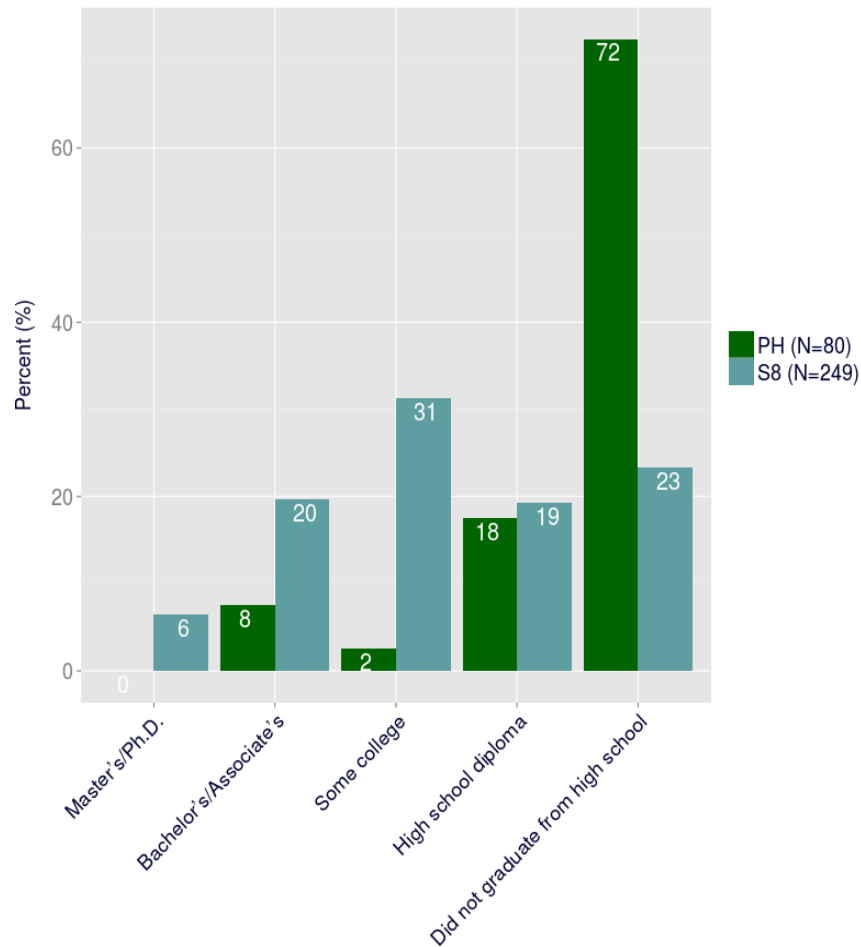
About one out of every six household heads reports being in “poor” or “quite poor” health. For medical care almost all in PH go to a clinic (93%), while those in S8 divide between a clinic (48%) and a family physician (40%). Many households are not adequately covered by medical insurance: 39% in S8 and a high 73% in PH. Not surprisingly, a quarter in both groups reports not having gone to a doctor when having a medical problem in the last year.

## Education

Educational qualifications are much more common in S8 than in PH. While 77% in S8 finished high school, only 27% in PH did so. In S8, 26% possess an undergraduate degree or higher (8% in PH) and 24% have a vocational qualification (4% in PH). These findings help explain why 43% in S8 indicate that their skills qualify them for a better paying job.



What is the highest level of education you have completed?



About 75% say they plan to advance their education, but they frequently face **barriers**, costs being the most common one (~90%). Child care is also a hindrance for many (~75%). Many household heads see multiple barriers, especially for those in PH who mention lack of English proficiency (80%), immigration status (67%) and not knowing which type of education would help them get a better job (53%). One in four in PH indicates not having a place to study at home as a problem, which can possibly be mitigated by creating site-based shared space for study.

### Self-Sufficiency as Assessed by the Residents Themselves

For each of the ten domains reviewed above, residents were asked to place themselves on a five-point self-sufficiency scale, ranging from urgent to thriving (see Table below). Not surprisingly, “income” is where they most often choose “urgent” or “vulnerable” (40% in S8 and 29% in PH). Average income per program at the time the questionnaire was sent was \$18,975 in PH and \$15,568 for S8. Average rent burden per program type was 29% in PH, and 30% in S8. In many domains about one in four household heads, in both groups, feel their situation is “urgent” or “vulnerable.” This percentage rises to 63% regarding the immigration status of PH households.

How would you rate your situation in each of the following aspects on a scale of 1 to 5?

Self Sufficiency Domain	Self Sufficiency Rating											
	Urgent (%)		Vulnerable (%)		Safe (%)		Stable (%)		Thriving (%)		N	
	PH	S8	PH	S8	PH	S8	PH	S8	PH	S8	PH	S8
Housing	3	3	17	16	26	37	38	38	17	7	72	229
Employment	1	5	19	19	36	41	29	27	16	7	70	222
Income	4	10	25	30	48	42	16	17	7	1	69	234
Food	2	5	17	21	33	41	32	27	17	6	66	232
Transportation	7	5	15	18	32	39	22	22	25	15	60	229
Child care	0	3	15	20	26	33	26	27	32	17	34	158
Support networks	4	3	27	24	22	36	29	27	18	10	45	192
Legal	8	7	36	24	11	31	25	21	19	17	36	127
Health	3	3	23	23	25	29	33	27	16	18	61	210
Education	5	4	25	27	29	29	29	28	12	12	59	203
Immigration status	24	17	39	29	16	17	18	21	4	18	51	72

## **Clustering of Self-Sufficiency Domains and Barriers**

Correlational analyses show that greater self-sufficiency in one domain tends to go together with greater self-sufficiency in other domains. The strongest linkages are between self-sufficiency in income and food, and self-sufficiency in income and transportation.

Likewise, barriers to greater self-sufficiency in one area often go together with barriers to greater self-sufficiency in other areas. Barriers to stronger support networks are especially salient, correlating significantly with barriers in seven other domains, followed by barriers related to employment and transportation.

In a related vein, certain types of barriers tend to be associated with lack of self-sufficiency in particular areas. For example, housing-related barriers correlate strongly with lack of income self-sufficiency and lack of food self-sufficiency correlates strongly with barriers related to support networks and transportation.

These findings suggest that interventions to reduce barriers will be most effective if they are multi-pronged, targeting several barrier types simultaneously. They also suggest that household self-sufficiency in housing is very much a function of self-sufficiency in other areas, such as income, employment, education, transportation, and child care.

## **Notes**

1. Throughout this report, S8 refers to Section 8, and PH refers to Public Housing.
2. The percentages shown in charts and tables were calculated in each case as a proportion of the number of household heads answering a particular question (N). The number of survey participants not responding to particular questions ranges widely, with sensitive questions about legal matters having the highest non-response rates.